



THE NATION'S BUSINESS

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VOL. 1.

THE NATION'S BUSINESS

PUBLISHED BY THE
CHAMBER OF COMMERCE OF THE UNITED STATES OF AMERICA,
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"The Nation's Business" is the organ of the Chamber of Commerce of the United States of America, and is prepared for the use of editorial writers, commercial organizations, and the counsellors' of constituent members.

"The Nation's Business" will gather for the use of newspapers and organizations, current information regarding the development of the nation. Every reader is therefore invited to be a correspondent regarding local, State, or national facts of agriculture, mining, manufacturing, transportation, distribution, finance, education, the professions, the government, and altruism.

Names of those other than editors, organizations, or counsellors who desire to receive "The Nation's Business" regularly will be registered at the rate of one dollar for twenty issues.

MONDAY, SEPTEMBER 2, 1912.

THE NATION'S BUSINESS.

The nation's business is to learn the extent of our resources and to understand the interests of our population, without whose activities resources have no value.

The nation's business is to regard the use of resources as better than either waste or disuse, and therefore to move for conservation that shall safeguard the future while serving the present.

The nation's business is summed up in three productive lines—agriculture, mining, and manufacturing; in three distributive lines, transportation, distribution, and finance; and in various activities dependent upon production and distribution—education, the professions, governmental life, altruistic service, and the like.

The nation's business is to believe that all who render service are entitled to reward, and to implant the element of hope and courage in every human being, in his place, is doing his duty well.

The nation's business is to strive for a genuine equilibrium between agriculture, industry, and commerce.

The nation's business is to work for unity of purpose in variety of tasks; to seek to produce one spirit of patriotism, expressing itself in the activities and aspirations of forty-eight States and our insular possessions, and to look forward to more cohesiveness and riper judgment in the years that yet stretch before a nation so young.

The nation's business is to safeguard from exploitation all who come from foreign lands to throw in their lot with us, and to impart immediately to their children the sense of actual inheritance in all the breadth and growth and successes that have been ours since we first breathed the breath of life as a nation.

The nation's business is to place before each American child such educational opportunities as can prepare it for the battle of life.

"The Nation's Business" will set forth periodically affirmative information and thought regarding our progress as a nation. Its columns will not be controversial. It will not touch partisan politics. It will assume that each public servant is well-intentioned and that he is entitled to that assumption until proved unworthy. "The Nation's Business" will neither mock-rake, denounce, nor defame. Its editorial motive is to place before the editorial writers of the country and the officials of organized efforts the constantly varying phases of development connected with the resources of the nation, so that knowledge may be widely increased and constructive suggestions become quickly known in every nook and corner of our far-flung territory.

TO EDITORIAL WRITERS AND SECRETARIES.

The second issue of The Nation's Business will appear September 23 and will synchronize with the Fifth International Congress of Chambers of Commerce at Boston September 24 to 28 and the Seventh Annual Convention of the American Association of Commercial Executives at Washington September 23 to 25. The main purpose of that issue will be to indicate the constructive services that have been rendered to the nation by commercial bodies.

NO FEDERAL SUPPORT.

The strength in this country of ours, of a Chamber of Commerce that shall truly represent all interests and all sections will lie in the fact that while it will co-operate with every executive department and with every legislative department of the government, it will accept neither appropriation nor subvention from the government, but will find a way to support itself and carry on its work solely by the contributions of its members. More than that, it will not permit upon its board of directors or in its controlling force representatives of either the executive or legislative branches of the government, but will stand in an advisory capacity, gathering its information in its own way and by referendum to its constituent members, ascertaining public opinion with respect to national business questions in all parts of the country, which opinion when gathered shall be presented to the government for action, but without the possibility of the organization being beholden either to the administration or to Congress for its support.

In this manner a force will be created that will have a proper influence as the years shall pass; whereas if a force were created which was supported in even the slightest degree by contributions from the public treasury it would have lost its influence with the people of the country as a whole and would in all probability in the course of a very few years become involved in partisanship to the extent of endangering its existence.—From address by President Wheeler before the Union League Club of Chicago May 14, 1912. Copies of this address will be mailed on request.

TO EDITORIAL WRITERS.

In another column appears a brief statement regarding the advantages and business efficiency involved in presenting to Congress a budget.

"The Nation's Business" will put forth in November a survey of express either for or against such a method. Editorial, therefore, invited to mail to this office copies of any and all on this subject. The purpose in gathering these editorial opinions is to enable the nation as a whole to catch an impression of the opinion on a subject that has great possibilities in facilitating the nation's business.

THE CHAMBER'S FIELD.

Very few organized efforts touch the interests of our entire population—men, women, and children. This will ultimately be accomplished by the Chamber of Commerce of the United States of America, the reason for such a sweeping statement is easily made apparent.

Ninety million people now make up this great nation. Some are tottering with age; some are just beginning the race of life; yet every one of them, from the smallest infant to the oldest patriarch, is affected by another's work and success. Not an individual the nation over has received food and raiment and housing without the assistance of others. These three necessities are the foundation stones of all business. They are the starting point for the interchange of commodities. The farmer tries to raise more than he will consume in order that he may have the wherewithal to exchange for the things that he needs, but which he can neither grow nor make. The same mutual dependence runs through all other interchanges of every kind and description.

This mutual dependence has existed since the arrival of our first settlers. The problems of dependence were comparatively simple when few people were here and small territory was covered. The problems of dependence have been intensified as the nation has grown and spread. Now, in the year 1912, when there are no more States to be carved

WASHINGTON, D. C., MONDAY, SEPTEMBER 2, 1912.

ENGLAND SHOWS
MANUFACTURERS
AFRICA'S NEEDSSample Display Demonstrates
How Distant Market Is
Best Fostered.

WE SHARE IN TRADE

United States Products in Lead
Over Those of Foreigners
in Many Lines.

There has recently been held at Birmingham, in England, an exhibition of samples of hardware, hollow ware, and tools that are popular in the South African market. The exhibition was intended to show British manufacturers certain lines exactly what types of general hardware, hollow ware and tools meet the requirements of the market in the South African Union and appeal particularly to purchasers and users.

Accompanying this exhibition was a very large display of goods issued by the Commercial Intelligence Branch of the British Board of Trade, which discloses separately each sample exhibited and explained with some detail why it was popular and showed wherein the British article of the same kind was unequal to hold its own in the market. The report with the samples attached, was so thoroughly done that manufacturers of kindred lines who studied the report and the samples could not but have been benefited. In fact, the exhibition and report were examples of the most practical kind of trade promotion under government auspices.

It is interesting to note that in referring to tools, the market for which appears to be largely commanded by American manufacturers, it was remarked that British tools lack the finish of those of American origin, and that if a British manufacturer is to compete successfully with the Americans in South Africa, he must make his tools equal to that of the American tools. The report further remarked that England was steadily losing ground in all classes of iron and steel.

It is surprising to find that the demand

better grades the Sheffield makers hold their own. Butter paper and cut-butter paper come from Germany. Drapers' cap paper comes from Sweden, kraft brown paper, 60 and 80 pounds, from Norway; drapery paper, 20 to 40 pounds, from Norway, and Acme glazed paper from Germany.

A most interesting small churn with tin on zinc top and mechanism and a glass receptacle, capable of holding about two gallons of cream, which Napoleon, in the market, was on exhibition. This is made in one, two, three and four liter sizes. The mechanism was somewhat similar to that of an ice-cream freezer.

Crucets are, as a rule, German, while slate stoves from America have taken the trade, reason of the method of binding the corners. Mouth organs are German as are Primus stoves, but the Perfection American stove is very popular.

In fly traps, America does a large trade, as it does in fence staples, and water valves. The American market is carried so much for transport in South Africa, are used to gilding under wagons and carts. Kegs with a capacity of one to four gallons come from America, but in the better qualities from Great Britain.

Belgium furnishes tumblers, molded and plain, and America scales (Bedford), of 400, 600, 800 and 1,000 capacity. Emphasis is placed on the scale question, because this is a prominent Birmingham industry.

Store trucks of American make appear to be sold very highly in South Africa, and attention is called to the design and price, which are regarded as the features which make them successful. A criticism, however, was made by a prominent Birmingham business man that the American truck, which is a wheel and a half, is poorly finished, inasmuch as the casting marks on the rims had not been filed off, but that fact does not appear to affect their sale in South Africa.

Germany has the market for step-pliers, while there is a very large demand for hand lanterns going under the names of Clipper, Dash, Searchlight, etc. The glass chums to replace broken ones of the chums previously mentioned, Germany supplied, as it does concertinas for which there appears to be a considerable demand among the natives of South Africa.

It is surprising to find that the demand

Continued on Page Two.

MILLION ALIENS
REACH COUNTRY
IN LAST YEAROf These 838,172 Are Immigrants in Search of Homes.
Officials Report.

INFLUX SHOWS DECREASE

Commerce and Labor Department
Men Say Statistics Show
Falling Off.

More than one million aliens, both immigrant and nonimmigrant, were admitted to the United States in the year ending June 30, 1912, according to officials of the Bureau of Immigration and Naturalization of the Department of Commerce and Labor. Nonimmigrant aliens are second and first class passengers; many of whom intend to take up residence.

The number of immigrant aliens admitted in the last year is nearly 40,000, than that admitted in the year ending June 30, 1911, and more than 200,000 smaller than the number admitted in the year ending June, 30, 1910.

Port Statistics.

JULY, 1911, TO JUNE, 1912.

Non-U. S.
Immigrant aliens arrived.

Atlantic ports:

New York, N. Y. 603,151 112,368 179,358
Boston Mass. 38,782 10,008 10,917
Philadelphia, Pa. 43,749 3,636 3,636
Baltimore, Md. 19,784 5,144 1,136
Canadian Atlantic pta. 15,443 7,745 5,961
Portland, Me. 2,668 12,511 2,668
New Bedford, Mass. 1,667 302 2,668
New Haven, Conn. 5,074 652 413
Norfolk, Va. 289 97 52
Savannah, Ga. 6 11 11
Miami, Fla. 1,400 1,410 1,400
New York, Fla. 10,355 2,047 11,263
Knight's Key, Fla. 11 64 367
Outer Atlantic. 47 9 116
Gulf of Mexico ports:

Tampa, Fla. 1,224 1,583 2,709

Pensacola, Fla. 18 32 32

Mobile, Ala. 96 122 300

New Orleans, La. 1,211 2,011 8,200

Galveston, Tex. 1,738 311 707

Gulf of Both ports. 125 30 10

Pacific ports:

San Francisco, Cal. 3,630 4,168 5,367

Portland, Ore. 9 1 1

Seattle, Wash. 2,113 1,392 712

Canadian Pacific ports

Vancouver, B. C. 22 722 722

Bering stations:

Canadian border. 97,154 9,500 33,377

Mackinac border. 22,892 3,866 2,119

Inner passage. 1,611 1,343 1,048

Honolulu, Hawaii. 6,611 1,343 2,724

Porto Rico. 1,366 1,974 2,724

Totals. 88,172 178,963 280,801

The statement, taken with statistics of the whole year, issued from 1890 to 1910, shows that nearly 300,000 immigrants have reached the United States during that period. These figures leave out of consideration nonimmigrant aliens.

Numbers by Years.

Period.

Year ended Sept. 30—

1890 8,395

1891 9,127

1892 6,911

1893 6,354

1894 7,912

1895 10,917

1896 18,875

1897 22,382

1898 22,322

1899 22,633

Oct. 1, 1911, to Dec. 31, 1912.

1890 68,640

1891 65,365

1892 45,374

1893 76,321

1894 79,340

1895 86,069

1896 80,293

1897 82,633

1898 80,046

1899 80,976

1900 88,976

1901 88,976

1902 88,976

1903 88,976

1904 88,976

1905 88,976

1906 88,976

1907 88,976

1908 88,976

1909 88,976

1910 88,976

1911 88,976

1912 88,976

1913 88,976

1914 88,976

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1917 88,976

1918 88,976

1919 88,976

1920 88,976

1921 88,976

1922

THE CHAMBER'S FIELD.
Continued from Page One.

from empty spaces, the problems of mutual dependence must be fully understood and set forth if the nation is to continue growing in its internal powers and expanding into touch with the vast business of the world. From the earliest days of dawning comprehension to the final hours of life our citizens need a constant reiteration and an ever-increasing comprehension of mutual dependence and actual vital relationship.

Interchange of commodities runs through all local and national activities. Therefore, the foundation of our national life is business, and the motives and the powers of business define the very strength and value of our national life. Wars are incidents, but not permanent, molding factors in national development. Disasters are accidents, but when their damage is cleared away are practically forgotten by all except those who went through disaster and shock. Deeds of bravery on the battlefield and heroism in sudden disaster cannot be depended upon to reach and affect all minds. The one influence that reaches all and affects all is business. Therefore, the very foundation of the nation's patriotism is affected by business activity and interchange—farming, mining, manufacturing, the three productive efforts; transportation, distribution, finance, the three distributive necessities; education, the professions, government, altruism—activities that are impossible except as based upon production and distribution.

To preach commercial patriotism, to make common knowledge of what resources mean to the nation, to hold before the youth of the nation the challenge of inert and latent resources awaiting transformation, to point out the actual fact that the interests of each are the interests of all—is a broad interpretation of that which is to be the work of the Chamber of Commerce of the United States of America. Consequently it is correct to state that if its work is well begun, well done, and carried on with a true sense of its responsibility, then the Chamber of Commerce of the United in actual fact will affect the interests of ninety million people.

COMMITTEES ON NATIONAL LEGISLATION.

The Springfield (Mass.) Board of Trade, one of the most efficient and best organized commercial organizations in the country, has made provision for special co-operation with the Chamber of Commerce of the United States of America by a method which will probably be of interest to other organizations throughout the country. The Springfield organization feels that proper consideration of all large questions which the National Organization will have to deal with calls for a considerable degree of familiarity with these questions and a knowledge of their importance. It believes, therefore, that it would be a great advantage to the commercial interests and to the country as a whole if in every State the local organizations would select a small group of representative men who would make it their special business to devote some time and thought to the study of national business and economic questions such as the Chamber of Commerce of the United States of America must deal with and be prepared in their own community to aid in the solution of these questions.

To carry out this idea, the Board of Trade of Springfield has very carefully selected six of the ablest and most progressive business men in that city and appointed them to a standing committee which will be known as the "committee on national legislation." This committee is made up of the following:

Henry H. Bowman, President Springfield National Bank; Samuel Bowles, President the Republican Company; A. Willard Damon, President Springfield Fire and Marine Insurance Company; William W. McElroy, President Massachusetts Mutual Life Insurance Company; Andrew B. Wallace, of Forbes & Wallace, dry goods merchants; William H. Shuart, President Springfield Glazed Paper Company, chairman of committee.

All of these gentlemen are well informed on national business questions. They stand as among the foremost citizens in Springfield in the development of the great prosperity of that city. They are very much interested in the Chamber of Commerce of the United States of America, some of them having been delegates to the Washington Conference as representing the Springfield Board of Trade. It will be their special duty to keep in touch with the evolution of the national organization and to co-operate with it. In this connection, one of the primary duties of this committee will be to consider questions referred to the various organizations by the national body and report on them to the Springfield Board of Trade.

It is felt that one of the advantages of this relation between the national organization and local bodies is that there will be continually a considerable number of well-equipped local business men who will make it their business to keep informed concerning the doings of the national organization and the various business and commercial questions which will be dealt with from time to time.

CONSTITUENT MEMBERS
OF THEChamber of Commerce of the United States of America
AND
COUNCILORS WHERE SELECTED.

Organization. Councilor.

Arizona: Phoenix, Board of Trade..... Not selected

California: San Francisco, Chamber of Commerce..... Not selected

Santa Cruz, Chamber of Commerce (pending).

Connecticut: Bridgeport, Board of Trade..... S. E. Vincent

Delaware: Wilmington, Board of Trade..... Not selected

Washington, D. C.: Board of Trade..... Not selected

Georgia: Athens, Chamber of Commerce..... H. J. Rowe

Hawaii: Honolulu, Chamber of Commerce..... Not selected

Illinois: Chicago, American Association of Refrigeration..... Not selected

Chicago, Association of Commerce..... Not selected

Chicago, Board of Trade..... Hiram N. Sager

Chicago, Central Supply Association..... Not selected

Chicago, Garment Manufacturers' Association..... Louis Herzog

Chicago, Illinois Commercial Federation..... Douglas H. Bethard

Chicago, Illinois Manufacturers' Association..... Charles Peiz

Chicago, Industrial Club..... Not selected

Chicago, Millinery Jobbers' Association..... Not selected

Chicago, National Association of Box Manufacturers..... Not selected

Chicago, National Association of Tanners..... T. Edward Wilder

Chicago, National Founders' Association..... Not selected

Chicago, National Hardwood Lumber Association..... Fred A. Diggins

Chicago, National Implement and Vehicle Association (pending).

Chicago, National Shoe Wholesalers' Ass'n of the U. S. Henry S. Higgins

Chicago, Tight Barrel Stave Mfrs' Ass'n..... Not selected

Freeport, Citizens' Commercial Association..... Not selected

Indiana: Indiana Harbor, Commercial Club (pending).

Indianapolis, Board of Trade..... Not selected

New Albany, Chamber of Commerce..... Col. Charles L. Jewett

Kansas: Lawrence, Commercial Club..... Not selected

Kentucky: Hopkinsville, Business Men's Association..... R. L. Castleberry

Louisiana: New Orleans, Board of Trade, Ltd..... C. H. Ellis

Maryland: Baltimore, Chamber of Commerce..... Charles England

Baltimore, Flavoring Extract Manufacturing Association of the United States..... W. M. McCormick

Baltimore, Greater Baltimore Committee..... Not selected

Baltimore, Merchants and Manufacturers' Association (pending).

Frederick, Board of Trade..... D. John Markey

NATIONAL BUDGET PLANS EXPLAINED

President's Economy Commission
Expert Tells of Methods of Employing It.

ALL OTHER NATIONS USE PLAN

"The Need for a National Budget" is the title of a report submitted to the President by his commission on economy and efficiency (House Document No. 894). What is meant by the "budget" is an annual prospectus of government business. The commission thinks that a clear-cut, concise, understandable statement should be prepared by "the administration," and that this should be submitted to Congress as a basis for financing the future work of the government.

As stated by President Tamm, "The purpose of the report which is submitted to Congress is to suggest a method whereby the President, as a constitutional head of the administration, may lay before the Congress, and the Congress may consider and act on a definite business and financial programme; to have the expenditures, appropriations, and estimates so classified and summarized that their broad significance may be readily understood; to provide each member of Congress, as well as each citizen who is interested, with such data pertaining to each subject of interest that it may be considered in relation to each question of policy to be gone into before an appropriation for expenditures is made; to have these general summaries prepared by the commission, to be submitted to the Congress, and to be used in the preparation of the annual budget.

As a matter of business the administration—those officers in charge of public business—should be made responsible for formulating and submitting proposals which call for appropriations. Congress as trustees of the people should be responsible for determining each question of policy involved in each request submitted. The people—those for whose benefit the government is organized and maintained—should be kept currently informed as to what the proposals are and what action is taken, so that all parties interested, including the public press, will have before them the facts necessary to intelligent thought and action.

The United States is the only great country which does not have a budget. Congress has each year made increasingly large appropriations on the theory that there is no need to take stock or consider what has been received. This has been described by some writers as "surplus financing"—i. e., authorizing expenditures on the theory that we have a surplus to be disposed of. This theory has several times received several very violent shocks, as has also the nation's credit, which is foolishly tied up with government financing. Under our system, those writers, who need a budget—a need which for a hundred years has gone unheeded. How much longer must we wait for the first essential to orderly governmental house-keeping?

Plans for the Budget.

Concretely, the proposals of the commission, which were sent to Congress with the President's approval, are these:

1. That the President each year shall submit to Congress a definite statement of affairs in the form of a budget.

2. That the annual budget submitted to Congress should contain:

A budget message—in which the President will set forth briefly the significant proposals to which the attention of the public and members of Congress is invited.

A summary financial statement—in which would be briefly shown the current resources and liabilities of the government, the condition of appropriations, and other authorizations to officers to spend which affect the general fund, as well as other funds.

An open account—or a statement of revenues and expenditures for the past fiscal year.

A comparative statement—showing the effect of past financial policy, as well as of the proposed budget on the general fund surplus of the Treasury.

A cost summary—showing what the government has bought and what has been paid for these purchases as a basis for inquiry into the economy and efficiency of contracts and purchases made by officers.

A summary of estimates—setting forth the estimates of revenues and expenditures, as compared with the actual revenues and expenditures of prior years.

A statement in which is laid setting forth what changes in law there should be made in order to enable officers to transact the business of the government with greater economy and efficiency.

In Part I of the report, the commission has gone to much length in describing conditions as they actually exist.

In Part II, the section on the conduct of the business of the government, the report contains several appendices, such as:

A digest of laws governing the preparation and submission of estimates; another digest of statutory provisions pertaining to appropriation limits; a description of reports and statements made to Congress by departments; a bibliography on congressional inquiries made into the conduct of the business of the government, and an analysis of budget procedure followed in thirty-eight foreign governments.

The President submits this report to Congress with its proposals, and recommends that such changes in law be made that the entire system of accounting for submitting estimates and the form or appropriations be such as will enable the government to transact its business in a more efficient and economical manner.

In Part III, the report contains a digest of laws governing the preparation and submission of estimates; another digest of statutory provisions pertaining to appropriation limits; a description of reports and statements made to Congress by departments; a bibliography on congressional inquiries made into the conduct of the business of the government, and an analysis of budget procedure followed in thirty-eight foreign governments.

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In Part XIX

Progress Details from All Over the Nation

Signed statements
show that in all parts
and along all con-
structive lines there
is definite activity.

Alabama.....	Col. 1, Page 4
Arizona.....	" " "
Arkansas.....	" " "
California.....	2, " "
District Columbia.....	" " "
Florida.....	3, " "
Iowa.....	4, " "
Kansas.....	" " "
Kentucky.....	" " "
Louisiana.....	" " "
Maine.....	5, " "
Maryland.....	" " "
Michigan.....	" " "
Mississippi.....	6, " "
Nevada.....	" " "
New Hampshire.....	" " "
New Mexico.....	7, " "
New York.....	" " "

ALABAMA WATER POWER WILL RIVAL NIAGARA'S WHEN FULLY DEVELOPED

Montgomery, Ala., Aug. 26.—The actual beginning of work to develop approximately 500,000 horsepower from waterways of Alabama by a financially capable corporation is the most important material achievement for this State within recent years.

Sporadic efforts have been made to develop power for a quarter of a century, and men who have held steadily to the purpose of commercializing this wonderful asset of Alabama are about to realize success. The development has been slow, but sure, and present indications are that within a few years Alabama's water power will rank second only to Niagara Falls. Indeed, there is a possibility that even greater water potentiality may be produced here than at Niagara. The waterways of Alabama are even now producing 150,000 horsepower, which operates 385 plants in the State. The town of Montgomery is supplied by transmission lines from Tallahasse Falls, 33 miles distant, which is capable of producing 30,000 horsepower.

Within the past year practically all of the water power locations in the State have been acquired by the Alabama Interstate Power Company, which has practically unlimited support of English financiers. With its general offices occupying an entire floor of the twenty-story Bell Building, in Montgomery, the company has already begun construction work on locks 12 and 13 on the Coosa River. Preliminary work is under way for operations at Cherokee Bluff, on the Tallapoosa River, where fully 400,000 horsepower will be developed. Each of these points is within forty miles of Montgomery.

A large force of engineers and field men are employed by the company. All of its officers are either Englishmen or men who have come to Alabama from distant States. The entire staff is under direction of Mr. James Mitchell, of London, England, who has taken up his residence in Montgomery.

We find a large project in charge the officials of the company are naturally reticent as to the details they are working out for the promoters, but a faint idea of the importance of the undertaking may be gathered from the statement that 60,000 acres of land have been secured as reserves for the development of so much water power in Alabama, plans are making to utilize it for commercial purposes. While the officials of the power company are slow to discuss their business, it is known that negotiations are in progress with a number of large industries that will be induced to locate in Alabama and that an interurban railway system is under consideration. This railway system would be fed with power from the big reservoirs of the Coosa and Tallapoosa Rivers, and would eventually link all of the cities and towns of Alabama together by trolley car routes.

TWO YEARS' WATER SUPPLY INSURES RECLAMATION OF BIG ARIZONA VALLEY

Phoenix, Ariz., Aug. 26.—Recent rains in our mountains have added to the stored water in the Roosevelt Reservoir. A two years' supply of water is now on hand, thus rendering sure the entire reclamation of the Salt River Valley. This is the most important constructive event in the recent history of our State.

One million dollars a year from an investment of ten million is good interest. At the present dollar value, a crop from 36,000 acres of irrigated land, more markets for produce, and bringing into operation big low-grade mining properties, and you have the net result of reclamation operations in the Salt River Valley.

The water losses in the Salt River Valley have been sold to the big mining companies within the State 10,000 h. p. of electric energy; the price agreed upon is \$400,000 a year. The reclamation project will develop 17,000 h. p. when all units are completed, and on this basis the power will be sold at \$100,000 a year. The cost of the project, including \$25,000 for the Roosevelt Dam and \$10,000 for the Granite Reef Diversion Dam, is about \$10,000,000, so that from power alone the scheme is an enormous financial success.

This is but one phase. Add to this the great area of land, once a desert and now a great agricultural garden, the Salt River Valley. In 1910, on 100,000 acres of this land the crop returns were valued at over \$5,000,000; each year the returns are getting bigger. Over 240,000 acres will eventually be under cultivation, an enormous wealth this scheme, with its perfect irrigation system, represents.

The third phase of this splendid situation is the opportunity it affords for opening up new mines. This is made possible by means of the cheap power that is being furnished through this project. The Salt River Valley, and other ways in Arizona. Many low-grade mines are awaiting development, and the introduction of cheaper power will do much to bring this about.

The mines in turn are markets, and become purchasers of the products grown by the farmers on the irrigated lands.

HARRY WELCH,
Secretary Arizona Development Board.

ARKANSAS IS DRAINING WET LANDS AND JOINING ALL SECTIONS BY ROADS

Little Rock, Aug. 26.—A most remarkable era of development in the State of Arkansas, and one probably never surpassed in the Southwest, is that now in full swing in the State of Arkansas. Not only does this great movement apply particularly to Little Rock, the metropolis of the State, but it permeates almost every section. The improvements under way and the success of all, which

are insured, amount to many millions of dollars.

In the first place, an era of good roads and good roadsides has been born in most every county in the State, and in this (Pulaski) county, many miles of pikes are being built, and all of the bridges in the county are being rebuilt of concrete.

The greatest improvement under way in the State just authorized by act of Congress is the bridge at Memphis, to be built by the Chicago, Rock Island and Pacific Railroad Company. This great edifice, in addition to providing a public roadway, will also take care of an interurban system, which includes the proposed line from Memphis to Little Rock.

Arrangements have been just completed for an improvement district, authorizing a bond issue at Pine Bluff, for the building of a bridge across the Arkansas River at that place; the building of this bridge will be immediately followed by an interurban road between Pine Bluff and Little Rock, and the building of two additional steam roads, one from Pine Bluff north to a point on the Rock Island Railroad, and the other to Little Rock. C. C. Kavanaugh, of Little Rock, is at the head of the Little Rock-Pine Bluff proposition.

The financing of the proposed Little Rock-Pine Bluff proposition is in charge of L. Garrett, of Little Rock, is nearly completed, and it is expected that the contract will be let this fall.

The Fourche Drainage District at Little Rock, which reclaims about 300,000 acres of subsoil property, is in the process of buying property for boundaries, all costing about one million dollars, is now progressing rapidly. This enterprise increases greatly in value the property of the entire city.

On the part of the Iron Mountain Railroad, the Rock Island Railroad, Pulaski County, the city of Little Rock, and the Little Rock Railway and Electric Company, a contract has been made for the building of a million dollar viaduct over the tracks of the steam railways in the western part of the city. This viaduct will join the two great granite walls of the State Capitol, on which a two million dollar building has been erected, will be constructed so as to conform to the architectural beauty of that building.

The Little Rock Railway and Electric Company has completed arrangements to double-track another large addition to its line, and is now constructing several miles of additional track through that section of the Southwest which has been recently voted into the city.

A lease has been signed by Fred W. Albaum and others for an additional 100 acres in the center of the city, which is a glass and steel markethouse and arcade, costing a million dollars, will be erected. The lease is for ninety-nine years. The architects are now at work on the plans.

The contract was awarded last week for an addition to the power plant, to cost \$300,000. The plans are by George R. Mann. This architect is also at work on plans for two additional skyscrapers to be erected in Little Rock, one to be twelve stories, and the other eighteen stories.

GEO. R. BROWN,
Secretary Board of Trade.

GERMANY HAS A SIMILAR STATION IN NAMEN; IRELAND ONE IN CLIFDEN, AND FRANCE HAS THE EIFFEL RADIO STATION IN PARIS.

When these stations are in operation, dangers by sea and land will be minimized by a degree of intelligence of wireless communication between San Francisco and Honolulu by the Federal Telegraph Company, a San Francisco organization, operating the Paupson system of wireless telephony. On July 21, 1,800 words of press copy were sent from the 400-foot towers at South San Francisco, the highest now in the world, received at San Francisco. The system of wireless communication between San Francisco and Honolulu is now being constructed in Iowa, and the other eighteen stories.

W. F. ELLER,
Secretary Retail Merchants' Association.

CALIFORNIA AND HAWAII
NOW IN REGULAR TOUCH
BY RELIABLE WIRELESS

San Francisco, Cal., Aug. 26.—Probably the most important construction event of the past six days in California was the establishment of reliable and regular wireless communication between San Francisco and Honolulu by the Federal Telegraph Company, a San Francisco organization, operating the Paupson system of wireless telephony.

A bill now pending in Congress, known as the radio-communication bill, carries an appropriation of one million dollars to construct towers in the Canal Zone, to construct towers in Canada, near Honolulu, Guam, Marianas' Island, Tulemar Island, American Samoa, and the Central American Republics.

The two ships already sailing took down over 26,000,000 pounds of miscellaneous cargo, such as agricultural implements, barrel and box shooks, lumber, machinery, tobacco, lubricating oil, steel rods, cloth, rosin, wheelbarrows, furniture, seeds, etc. The greater part being sent to the Central American Republics, Wisconsin, Ohio, Pennsylvania, Kansas, Tennessee, Kentucky, Alabama, Georgia, Mississippi, and Louisiana bearing the States to furnish the initial cargoes for the first great movement looking toward the restoration of the American merchant marine since the civil war.

M. B. TREZEVANT,
Manager Progressive Union.

KANSAS GRAIN FIELDS
YIELD A RICH HARVEST
WORTH FULLY \$90,000,000

Wichita, Kans., Aug. 26.—Nineteen hundred twelve promises to be a year that will be noted for its prosperity, for the Kansas wheat crop is exceeding the expectations in nearly every section of the State, the yield per acre being more than was anticipated and reaching as high as 40 bushels per acre in some sections.

Kansas' agricultural yield will this year exceed seven hundred million dollars.

O. R. MCDONALD,
Secretary Iowa League of Commercial Clubs.

FLORIDA BUSINESS MEN
TO ADVANCE THE STATE
BY CHAMBER OF COMMERCE

Jacksonville, Fla., Aug. 26.—Probably the most important construction event of the past six days in California was the establishment of reliable and regular wireless communication between San Francisco and Honolulu by the Federal Telegraph Company, a San Francisco organization, operating the Paupson system of wireless telephony.

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J. A. KENNEDY,
Sault Ste. Marie, and Ora E. REEVES, of Jackson, and others.

Secretary, Richard L. Drake, Detroit, is secretary, and the offices will be at Lancaster.

BYRES H. GITCHELL,
Secretary Board of Commerce.

MISSISSIPPI'S FUTURE
BUILT ON GOOD ROADS
BEING MADE PERMANENT

Bangor, Me., Aug. 26.—Maine is rapidly forging ahead as a resort State; remarkable developments are in progress regarding the utilization of her myriad water powers for electric power and wonderful water storage enterprises are materializing on most of our leading rivers.

Industrially the State is advancing and numerous manufacturing plants along diversified lines are springing up, and agriculturally the Sunapee State is making a notable record there, and a general awakening among the farmers to their exceptional opportunities.

Perhaps the most important constructive event in Maine within the past sixty days has been the formation of the Farm Union, which is now in the process of organizing.

This being essentially an agricultural

organization, which means so much to the agricultural welfare of the northeastern commonwealth was recently formed at a convention in Bangor, representative farmers being present from all over the State.

Local exchanges have been formed in every section of the State, and the organization of the State is advancing rapidly.

Industrial-wise, the State is making a great deal of progress, and the lumber industry is a notable one there, and a general awakening among the farmers to their exceptional opportunities.

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Correspondents Describe Striking Events

APPLE BARREL STANDARD ACT.

That the standard barrel for apples shall be of the following dimensions when measured without distension, of its parts: Length of six, twenty-eight and one-half inches; diameter of head, seventeen and one-eighth inches; distance between heads, twenty-six inches; circumference of bulge, sixty-four inches outside measurement, representing as nearly as possible seven thousand and fifty-six cubic inches. Provided, That steel barrels containing the interior dimensions provided for in this act shall be construed as a compliance therewith.

Section 2. That the standard grades for apples when packed in barrels which shall be shipped or delivered for shipment in Interstate or foreign commerce, or which shall be sold or offered for sale within the District of Columbia or the Territories of the United States, shall be as follows: Apples of one variety, which are well-grown specimens, hand picked, of good color for the variety, normal shape, practically free from insect and fungus injury, bruises, and other defects, except such as are necessarily caused in the operation of packing, or apples of one variety which are not more than 10 per centum below the foregoing specifications shall be Standard grade, minimum size two and one-half inches; if the minimum size of the apples is two and one-half inches in transverse diameter, Standard grade, minimum size two and one-fourth inches; if the minimum size of the apples is two and one-fourth inches in transverse diameter, or "Standard grade minimum size two inches"; if the minimum size of the apples is two inches in transverse diameter.

Sec. 3. That the barrels in which apples are packed in accordance with the provision of this act may be branded in accordance with section 26 of this act.

Sec. 4. That all barrels packed with apples shall be deemed to be below standard if the barrel bears any statement, design, or device indicating that the barrel is a standard barrel of apples, as herein defined, and the capacity of the barrel is less than the capacity prescribed by section one of this act, unless the barrel shall be plainly marked on end and side with words or figures showing the fractional relation which the actual capacity of the barrel bears to the capacity prescribed by section one of this act. The marking required by this paragraph shall be in block letters of size not less than seventy-two point one-inch gothic.

Sec. 5. That barrels packed with apples shall be deemed to be misbranded within the meaning of this act.

First—If the barrel bears any statement, design, or device indicating that the apples contained therein are "Standard" grade and the apples when packed do not conform to the requirements prescribed by section 26 of this act.

Second—If the barrel bears any statement, design, or device indicating that the apples contained therein are "Standard" grade and the barrel fails to bear also a statement of the name of the variety, the name of the locality where grown, and the name of the packer or the person by whose authority the apples were packed and the barrel marked.

Sec. 6. That any person, firm or corporation, or association who shall knowingly pack or cause to be packed apples in barrels or who shall knowingly sell or offer for sale such barrels in violation of the provisions of this act shall be liable to a penalty of one dollar and costs for each such barrel so sold or offered for sale, to be recovered at the suit of the United States in any court of the United States having jurisdiction.

EMIRE CANAL TERMINALS GIVE IMPROVED SERVICE TO THE EMPIRE STATE

CONTINUED FROM PRECEDING PAGE.

deriment of shipping. Under the terms of the corporations act, private companies of great resources are making large, well-constructed factories and equipments, later to be coordinated with the public undertakings.

Although all these vast enterprises had their origin in the legislation of 1911, the beginning of their actual consummation is a matter of the immediate past, and the present is only now but at its commencement. The Empire now has at its command a fleet of docks improvements between \$2,000,000 and \$80,000,000, and the policy of applying it substantially, as outlined, will in all probability soon be definitely entered upon.

F. B. DeBERARD,
Statistician Merchants' Association.

NORTH CAROLINA PLANS A PERMANENT SYSTEM OF IMPROVED HIGHWAYS

Charlotte, N. C., Aug. 26.—During the present year nothing has transpired in North Carolina which will parallel in importance to the State at large the meeting of the North Carolina Roads Association, which was held in Charlotte on the 1st and 2d of this month.

Such a great meeting in more than one sense of the word, it was attended by several hundred enthusiastic delegates, and will go down into history as one of the great constructive forces in the development of the State. The one homogeneous body the elements of which have been separately at work upon this great economic problem.

No good roads meeting ever held in the State has had one-fourth as many delegates in attendance as did this one.

At this meeting a movement was initiated to secure the passage of a bill through the Legislature providing for an appropriation of \$20,000,000 to be used at the rate of \$1,000,000 per year in the construction of State highways.

To secure the passage of such a bill a definite plan of systematic procedure was arranged for and placed in the hands of capable and determined men for consummation.

In addition to promoting this great project the meeting was exceptionally educational, the various phases of road building being discussed in a most able manner.

W. T. CORWITH,
Secretary Greater Charlotte Club.

OREGON TO ELECTRIFY NETWORK OF RAILWAYS COVERING NEW COUNTRY

Portland, Oreg., Aug. 26.—The most important happening of the past two months is undoubtedly the announcement of the Southern Pacific Railroad people that a network of electric lines will be built through Western Oregon, and that many of the steam roads now operated by the company will be electrified.

They say that this there will be a complete separation of the electric and steam roads into two groups, each group to be under a separate management.

It is announced that the construction of the new electric lines which are already provided for will amount to approximately \$100,000,000, with the existing roads to be electrified with 11,000 miles additional. Practically all of this new construction will be in the Willamette Valley, and will reach into a remarkably rich and fertile district, which by no other one agency can be developed.

As a result of this, the Hill lines are busy laying electric roads through the Willamette Valley. Last month a new road was completed to Albany, and before the summer is over the same line, the Oregon Electric, will be extended to Eugene. Western Oregon will be made a great area for intensive cultivation, and one day be one huge garden, and it is expected that the electric lines will bring the greatest factor in bringing this about.

The sums spent by the two railroad companies for new electric mileage in this State are expected to amount to not less than \$20,000,000.

C. C. CHAPMAN,
Secretary Oregon Development League.

PENNSYLVANIA BOASTS A CO-OPERATIVE STORE FOR THE ARMY AND NAVY

Philadelphia, Pa., Aug. 26.—The Army and Navy Co-operative Company, patterned after the army and navy stores, is preparing to open a store in a three-story building at 127 South Broad Street. The company, a branch of the corporation in New York and the first in this country to begin

looking toward the raising of a fund of \$15,000 a year for three years to exploit the advantages of the State, and, at the same time, to double the income of every commercial organization in the State.

A. W. MCKEAN,
Secretary Chamber of Commerce.

SOUTH DAKOTA BUILDS HIGHWAYS CONNECTING WITH NATIONAL ROADS

Belle Fourche, Aug. 26.—The greatest constructive achievement of South Dakota in the past two months is of a State-wide nature.

In this field, the movement for better roads stands pre-eminently above all others, not only in educational action as to the need and desirability of good roads, but actual work done in improving the standard of South Dakota highways. And this is the one thing that was needed above all others in this State, because in the red States, her standing has been the best low.

At least four great States and inter-State highways have been promoted, and some work accomplished on each, this summer: The Scenic Highway, from Sioux City, Iowa, to Sioux Falls, and across South Dakota to Jack Hills; the Black Hills and Yellowstone Park Highway, from Chicago and the Twin Cities across South Dakota with the National Park as the objective point; the Meridian Road, from the Gulf of Mexico to Wyoming, crossing South Dakota north and west of the Black Hills; and the Water-Block Hills Highway, across the northern part of the State.

These highways are not merely paper projects, but great trunk highways, setting an example for excellence, and encouraging the joining of hundreds of tributaries.

H. O. COOLEY,
Secretary Manager Texas Commercial Secretaries and Business Men's Association.

ENORMOUS UTAH TUNNEL NOW NEAR COMPLETION WILL BENEFIT BIG TRACT

Salt Lake City, Utah, Aug. 26.—By far the most important constructive event in Utah during the last sixty days has been the completion of the tunnel for the Strawberry Valley irrigation project, now being built by the United States government.

These highways are not merely paper projects, but great trunk highways, setting an example for excellence, and encouraging the joining of hundreds of tributaries.

H. O. COOLEY,
Secretary Manager Texas Commercial Secretaries and Business Men's Association.

ON TENNESSEE'S ROADS NASHVILLE BASES HOPE FOR TOWN AND COUNTRY

Nashville, Tenn., Aug. 26.—The Board of Trade maintains a department of good roads, and is lending its good offices to the various counties throughout the entire State in the improvement of road conditions, believing that the best way of advancing the State's interest is through the medium of road building.

The Board of Trade is of the opinion that to encourage the building of more roads in Tennessee, that the rural sections will become more prosperous, thereby benefiting the town and city. When rural towns are benefited the manufacturer and the jobber in the city will increase their business, thereby helping the entire State.

Tennessee is susceptible of great development, and by the building of more roads, and by the opening of state roads, will increase, and then a system of lateral roads connecting same—the natural resources can be brought up to a still higher degree of development. Good roads can do this, and through the well organized department of this organization much valuable work has been done, which could likely be reckoned among the most important for the entire State.

Through the services of a thoroughly interested committee the Board of Trade is accomplishing results, beneficial to the entire State, in assisting the farmers in the rural prairies to make better roads.

A. G. MACKENZIE,
Assistant Secretary Commercial Club.

VIRGINIA'S GOVERNOR ASK FARMERS TO PLANT BIGGER FORAGE CROPS

Lynchburg, Va., Aug. 26.—The first agricultural proclamation ever issued in the State of Virginia was made on the 26th day of July by Gov. William Hodges Mann, for the purpose of calling upon the farmers of the State to consider the feasibility of turning the entire State into a great agricultural experiment.

For Tennessee this means that farming will enhance in value; that the crop yield will be greatly increased, and that the State's total wealth will rapidly grow larger.

While the Nashville Board of Trade is a city organization, numbering among its members something like two thousand business and professional men, at the same time it is interested in the development of the State at large. This is being done through the various committees mentioned, which are termed constructive events worthy of note and attention.

E. S. SHANNON,
Secretary Board of Trade.

TEXAS FARMERS ALLOWED MONEY AT SIX PER CENT FOR "DISTRESS" COTTON

Fort Worth, Tex., Aug. 26.—The announcement that the financial interests of Texas would lend the farmers \$40,000,000 at 6 per cent to take care of distress cotton is by far the greatest event that has transpired in Texas in 1912.

The production of the Texas farms, mines and factories, together with the foreign capital invested in the State during

the year, has been a great success, and the Texas Commercial Secretaries and Business Men's Association has approved it, and recommended it to the bankers who are providing the funds.

Texas has 32 per cent of the cotton acreage in the United States.

The production of the Texas farms,

mines and factories, together with the foreign capital invested in the State during

the month of July, aggregated \$15,000,000 a year for three years to exploit the advantages of the State, and, at the same time, to double the income of every commercial organization in the State.

A. W. MCKEAN,
Secretary Chamber of Commerce.

ENORMOUS UTAH TUNNEL NOW NEAR COMPLETION WILL BENEFIT BIG TRACT

Salt Lake City, Utah, Aug. 26.—By far the most important constructive event in Utah during the last sixty days has been the completion of the tunnel for the Strawberry Valley irrigation project, now being built by the United States government.

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These highways are not merely paper projects, but great trunk highways, setting an example for excellence, and encouraging the joining of hundreds of tributaries.

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INFORMATION AS TO MEMBERSHIP.

Continued from Page Three.

of Commerce will be composed only of organizations, individual membership not being permissible.

REPRESENTATION.

Each member of the Chamber of Commerce of the United States of America shall be entitled to one delegate and one vote for the first twenty-five members, and one delegate and one vote for each additional one hundred members in excess of twenty-five, but no member shall be entitled to more than ten delegates and ten votes.

Organizations having less than twenty-five members may be admitted to membership if in the judgment of the board of directors their importance would justify their admission, and these shall be entitled to one delegate and one vote.

DUES.

(For associations located in cities of more than fifty thousand population.)

Each association shall pay annually, in advance, twenty-five dollars (\$25) for each delegate to which it is entitled, and its membership period shall run for one year from date of election.

(For associations located in cities of less than fifty thousand population.)

Each association shall pay annually, in advance, one-half of 1 per cent ($\frac{1}{2}$ of 1%) of its income from dues; Provided, however, That no association shall pay less than ten dollars (\$10).

In arriving at the amount upon which the one-half of 1 per cent shall be computed, the total membership as given shall be multiplied by the annual dues for each member.

($\frac{1}{2}$ of 1% equals \$5 on each \$1,000.)

Numerous requests have been received from associations for a ruling by the board of directors permitting a less number of delegates to be chosen than the number to which organizations are entitled by virtue of their numerical strength, thus providing for smaller annual dues than those indicated in the foregoing paragraphs. The board of directors at its meeting in Washington on June 4 decided that it had no authority to modify this provision, the dues having been fixed by the committee on plan of organization, and unanimously approved by the national conference as a basic or fundamental principle of the Chamber, and that modification of this condition could only be had at the next special or annual meeting of the Chamber by a majority vote of the delegates present.

NATIONAL COUNCIL.

There shall be a national council, made up of one representative elected by each member.

National councilors will be charged with the responsibility of keeping the Chamber of Commerce informed as to local or trade conditions upon which action by the Chamber is desired, and all communications from the Chamber demanding action by members shall be sent in duplicate to the members direct and to the national councilors, whose duty it will be to see that action is taken and the result communicated to the Chamber by the proper officials.

At each annual meeting of the Chamber of Commerce of the United States of America the national councilors for each State shall hold a caucus, electing the State member of a nominating committee to bring in nominations for the board of directors, and those national councilors representing trade organizations shall caucus together and elect from their number ten members of the nominating committee at large, thus providing representation on the nominating committee of those local, State, interstate, or national organizations whose membership is confined to one trade or group of trades.

National councilors may also be called into conference by the Chamber or by the executive or legislative branches of the government whenever it shall be necessary to secure the business opinion of the entire country upon any national business or economic problem.

ORGANIZATION OUTLINE.

Battle Creek is assured an up-to-date Chamber of Commerce from the fact that its organization is the most modern and its plans of operation the most efficient, according to the experience of modern organizations of this character.

The plan of the organization under the by-laws is extremely simple. The whole Chamber of Commerce is represented and governed by a board of fifteen members, consisting of a president, two vice presidents, and twelve directors, together with a treasurer.

The immediate executive in the management of the organization is the secretary, who is elected by the board of directors.

The sketch shows graphically the details and management of the activities of the organization.

HAS SEVEN DEPARTMENTS.

The work of the body and its principal activities will be handled in seven departments, of which the civic department is the central important idea, and embodies the common principle on which the organizers were enabled to bring together the people of the city.

This department will deal with questions of civic government, sewerage, sanitation, playgrounds, recreation centers, schools, parks, and all matters and things to make Battle Creek a better city, not alone commercially and industrially, but primarily as a home town.

The next committee is the commercial department, having the interests of the town commercially in charge and looking after better and broader wholesale and retail trade conditions and extending the influence of Battle Creek as a market town.

The industrial department has charge of the work of locating new industries and assisting those already located and dealing with industrial problems generally.

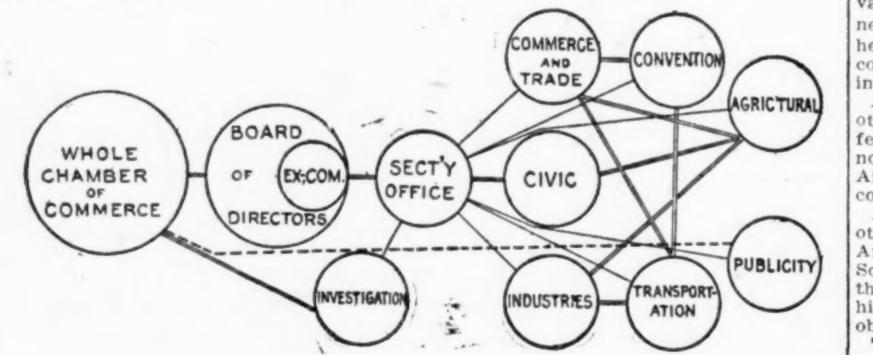


Diagram showing the organization of the Chamber of Commerce of Battle Creek, Mich.

The transportation department will have charge of proper passenger and freight facilities for the city, and as a result is closely allied both to the commercial and the industrial departments, and as well with the next department dealing with the bringing to the city of conventions. The work of the transportation department will be one that appeals to every citizen in the city, because each one, whether in business or not, at some time is called upon to pay directly and always indirectly freight charges, and much of the prosperity of the town depends upon its cheap freight rates and good freight service.

OTHER IMPORTANT DEPARTMENTS.

The convention, entertainment, and tourist department will look after the matter of entertaining strangers within the city during the attendance of people passing through and looking after their entertainment while here and securing conventions to the city of the various bodies meeting within the State.

The agricultural department will deal with the questions relative to our local agricultural situation and with the questions confronting our local rural population, and that this is a present question demanding solution is proven by the fact that the entire rural population of Michigan decreased, while the city population increased during the last decade. This committee will also deal with questions of improving agricultural conditions in the immediate vicinity, and is closely allied with all the other departments, in that a city to offer good manufacturing facilities must be a good market town, where employees can secure proper farm products at a reasonable price, and is of equal importance to the mercantile department, in that a large proportion of the local trade comes from the country districts.

The publicity department will have charge of advertising the city abroad and keeping Battle Creek constantly before the public.

These departments are in charge of the committees of members, consisting of a chairman appointed by the president and a board of directors and four members in each committee, making a total of thirty-

SOUTH AMERICA EXPECTS CANAL TO BOOM TRADE

Opening of Waterway Will Find Nations Ready to Handle Big Business.

DOCKS AND ROADS BUILT

Great activity is being manifested by South America in its preparation for the increased business which will come as a result of the completion of the Panama Canal, according to an article prepared by William A. Reid for the Southern Commercial Congress.

Throughout Latin-America the Pan-American Railway links are gradually uniting. While the journey from New York to Buenos Aires by rail may never become popular, although probably possible within a few years, the various branches of this great system will prove feeders for the ships that ply between our shores. Argentine railways, building northward have almost met the Bolivian rails coming from Lake Titicaca southward; northward from this lake the traveler now journeys by rail as far as Cuzco, and it is planned to have this line tap the famous Oroya Railway; then the all-rail journey from Lima, in Peru, to Buenos Aires in Argentina, will be possible. The new line from Africa, on the coast, to La Paz is completed and was inaugurated on August 6, of the present year, thus giving the Bolivian capital three outlets to the Pacific. The thousand-mile trip from Venezuela to the peculiar shape of the Republic, this main artery will be crossed by fewer than twenty-eight transversal lines, about twenty of which are already completed and in active operation. These are Chile's feeders for her ports. To the primeval forests of Brazil, a representative of the Pan-American Union is now on his way to the port of attending the opening of the Madera Railway, which has just been completed around the rapids of this great river. From Guayaquil to Quito the new railway has been in operation some months; in fact, over South America railway building has been most active, and the end is not in sight.

RIO BUILDS GREAT DOCKS.

At Rio de Janeiro magnificent new docks have been constructed; at Callao already completed the largest docks on the west coast; Valparaiso is spending millions in building docks and protecting her harbor, while the Chilean Steamship Company has ordered several more ships to be placed in the Panama-Pacific trade; Buenos Aires presents a scene of great commercial activity, Montevideo has recently expended several million dollars in improving her port; new and fast steamships from Callao to Panama are bringing passengers and mail to us in record time, and the recent decrease in cable rates offers greater advantages for communication.

As typical examples of the earnestness with which the South American business man is preparing to handle products from the United States I have in mind, first a business firm in the heart of the country, La Paz. This company is active as an agent in Bolivia for a well-known North American product, the head of the firm has paid two visits to the States, and on both occasions he remained several months; he studied the manufacture of the goods by spending much time in the factory; he noted the setting up of the methods of payment, and in fact he himself thoroughly familiar with the goods and their distribution, and he is now applying this practical knowledge to sales in his own country. As I talked with him in his place of business I was glad to learn that he is having marked success in attaching to the appropriation bills have been passed.

BUREAU OF INVESTIGATION.

The act for the preservation of the seal for the preservation of the seal in the North Pacific Ocean, providing for a closed season of five years during which seals may not be killed on the Pribilof Islands and giving effect to the recent treaty with Great Britain, Russia and Japan.

A CONSTITUTIONAL AMENDMENT.

The act for the election of United States Senators by direct vote of the people.

The Sherwood dollar-a-day pension law, involving an additional expenditure of about \$25,000,000 annually for Civil War pensions.

A LAW PROVIDING FOR AN EIGHT-HOUR DAY.

An elaborate act for the Federal regulation of radio-telegraphy requiring all radio stations sending messages to foreign countries to obtain Federal licenses.

AN ACT CHANGING THE WIRELESS LAW.

1910 so as to require all vessels carrying more than 50 passengers to be well equipped with radio apparatus and requiring them to have a wireless operator at his post at all hours.

The Suizer bill, providing a form of civil government for the Territory of Alaska.

THE HAY BILL.

The Hay bill, to equip all army transports with sufficient lifeboats to carry every person aboard.

CHILD LABOR BUREAU.

The creation of a Child Labor Bureau in the Department of Commerce and Labor.

FEDERAL EMPLOYEES' COMPENSATION ACT.

Important changes in existing laws and new enactments have been made as riders upon general appropriation bills.

More new legislation has been put through in a roundabout way this season in an attempt to correct the many errors of the legislation. Among the more important riders of this character attached to the appropriation bills have been the following:

PROVISION FOR THE ESTABLISHMENT OF AN EXPERIMENTAL PARCEL POST.

PROVISION FOR A SEVEN-YEAR TERM OF ENLISTMENT IN THE ARMY.

PROVISION FOR THE ABOLITION OF THE SO-CALLED COIN BOARD.

NUMEROUS BILLS OF IMPORTANCE.

Numerous bills of importance have passed either House or Senate, but have thus far failed to reach the President through failure of the opposite branch to approve them. These bills will be presented at the next session.

FOR NEXT SESSION.

They include:

The Wilson bill to create a Bureau of Labor, with a labor member of the Cabinet.

THE PUJO BILL.

The Pujo bill, to enable the Money Trust Investigating Committee to have access to the books of national banks, now only open to the Comptroller of the Currency.

THE HULL EXCISE TAX BILL.

The Hull excise tax bill, which seeks to end the corporation tax law to individuals.

THE HULL ADVERTISING EXEMPTION BILL.

The Hull cotton anti-smell bill.

THE HENRY RESOLUTION.

The Henry resolution to extend the campaign publicity law to candidates for

Postmaster General Discusses New Service

There appears to be some misapprehension as regards the provision in the postal bill relating to the delivery of mail on Sundays. This mail will include for newspapers and hotel guests. The latter is peculiarly transient in character and should not be delayed. This mail, however, will be sorted and also the mail collected at the offices of dispatch and on the railway mail trains in order to promptly the work of distributing it in the post-offices on Sundays. Under the new method its distribution to the boxes on Sunday will be hastened rather than delayed.

"As practically all business houses are now closed on Sunday they do not object to the plan, which has been in force for a year, of holding their mail until Monday morning, realizing the benefit thus conferred on postal employees who are thereby relieved from Sunday work.

"In order to give the new provision as liberal a construction as possible postmasters will be instructed on application to have their employees sort out in emergency cases on Sunday letters of the kind which are now held over for delivery on Monday.

"There is at present no street delivery of mail by letter carriers on Sundays and therefore the law makes no changes in this respect. In this connection one mail that will be affected under a reasonable construction of the new law is that received at the post-offices on Sunday and hitherto sorted on that day for distribution to the boxes.

"By the proposed changes in the method of putting up mail in the offices of origin and in its handling on the railway mail trains a satisfactory distribution can be had in post-offices on Sunday and the law will now be required.

"The most practical animal soon becomes known by the value of his get. If it is desired to sell pure bred or high grade stock for breeding purposes, advertising is done through the association and the sales are made by its agent.

The co-operative breeding of milking Shorthorns by the Minnesota Experiment

that cannot be held until Monday morning without serious inconvenience to the addressees. This mail will include for newspapers and hotel guests. The latter is peculiarly transient in character and should not be delayed. This mail, however, will be sorted and also the mail collected at the offices of dispatch and on the railway mail trains in order to promptly the work of distributing it in the post-offices on Sundays. Under the new method its distribution to the boxes on Sunday will be hastened rather than delayed.

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The co-operative breeding of milking

Shorthorns by the Minnesota Experiment

ROAD CONGRESS TAKES NEW WAY TO MEET NEEDS

Will Hold Ten Distinct Sections Dealing with Phases of Improvements.

NOVEL FEATURES ON PROGRAM

By J. E. PENNYBACKER, Secretary of the American Association of Highway Improvement.

A new method of dealing with a great national problem will be followed by the management of the American Road Congress, which will be in session at Atlantic City from September 30 to October 1.

El Pennybacker, the secretary of the Congress, announces that ten district sections will be held in consecutive order, each dealing with a definite phase of road improvement to every man having anything to do with supervision of the roads.

The difficulty of State purchasing departments together with other important questions will be considered.</p

Germany Has World-wide System to Extend Her Commerce

CONSUL GENERAL EXPLAINS SYSTEM

THACKARA REPORT SHOWS METHODS

POINTS FOR AMERICAN EXPORTERS.

It is essential that American exporters who plan to reach the markets of the world should understand as fully as possible the activities of other exporting nations. The following statements by Consul General Thackara, of Berlin, Germany, reached the United States this summer, may have hitherto been published.

The important points made by Mr. Thackara are:

First, That the foreign trade of Germany is aided and extended by the railways belonging to the various federal states. This aid is accomplished by giving reduced freight rates to German ports on goods intended for export.

Second, That exporters of various grains are given a warrant or import certificate authorizing them to import, duty free, within six months, a quantity of other grains, the duties on which would correspond to the amount of duty represented by this warrant.

Third, That foreign raw material and unfinished products may be imported into Germany, duty free, for what is called "improvement trade."

Fourth, That German exporters and importers are greatly aided by the German banking system and the branches of banks established in all parts of the globe.

Fifth, That the system of instruction in Germany tends to increase the capacity of the individual German in securing a share of the world's commerce and trade.

Sixth, That certain steamship lines are subsidized by money payments from the Imperial German Government.

Seventh, That Germany maintains commercial, agricultural, and forestry experts in the principal commercial centers of the world. These experts, the consuls, and the consuls general keep the nation fully advised as to business matters the world over.

The entire report is not included. That which is included deserves the closest reading and consideration by editors of the United States, the government, and the commercial forces of the nation in general.

1. One of the most important factors of lading at greatly reduced rates is in the development of Germany's foreign trade. This aid is extended by the railways belonging to the various Federal States, in giving reduced freight rates to the German shipping ports, on goods coming from the interior and intended for export.

For merchandise shipped to the Levant or to German East Africa, through bills

EXPORT RATE PER METRIC TON. C.2645 POUNDS ON SEVERAL CLASSES OF GOODS ON GERMAN RAILWAYS. IN CARLOAD LOTS OF 10 TONS.

From To Distance in miles. Class of goods. Export Normal Rate. Subsidy.

Cologne.....Hamburg.....267.2 Copper goods, lead in blocks; tubes, &c.\$3.14 \$6.38

.....".....267.2 Zinc in sheets, &c.3.17 4.58

.....".....267.2 Cotton goods, &c.3.64 6.38

.....".....267.2 Machinery, &c., machine parts; ironware, &c.2.52 4.86

.....".....267.2 Iron plates, locomotives, &c.1.32 3.83

.....".....267.2 Machines and ironwares.3.17 6.38

.....".....267.2 Iron products, such as beams, &c.1.45 4.71

.....".....267.2 Iron products, such as beams, &c.1.45 4.12

.....".....267.2 Iron products, such as beams, &c.1.79 5.09

Nuremberg-Hamburg.....394.6 Thuringian wares, toys, &c.5.82 9.33

.....".....382.3 Thuringian wares, toys, &c.5.45 8.66

.....".....465.1 Thuringian wares, toys, &c.6.02 9.64

For information regarding the preferential rates of German railways on goods not mentioned above, see the "Report on German Railways," p. 29.

Specifically reduced rates on through tariffs for export," by the British Consul General at Frankfort, published in monthly Consular and Trade Reports No. 35, October, 1909, pages 50 and 51, and the article on preferential railroad rates in the annual report of the Commissioner of Navigation, p. 40 et seq.

By the provisions of the German customs law of 1882, which went into effect March 1, 1909, when rye, wheat, oats, barley, oats, buckwheat, legumes, colza, and rape seeds in a quantity of at least 100 kilos (102.3 lbs.) are ready for export, the German consuls require a warrant or import certificate ("Einfuhrchein") shall be granted to the exporter, authorizing him to import duty-free within a period not to exceed six months, a quantity of any of the above-mentioned products, the duties on which would correspond to the amount of duty represented by the said certificates.

Import Warrants as Cash.

The warrants may be used as cash for the payment of duties on the above products, and formerly they could be used in the payment of the duties on coffee and petroleum. By a treasury regulation, however, coffee and petroleum were struck from the list of products on which the duties could be liquidated by the import warrants, and the validity of the certificate was limited to three months from the date of the export. The warrants are negotiable and are readily convertible into cash. The value of the certificates is equal to the amount of duty which would have to be paid on the quantity of the exported product named in the certificate, if it were imported. The duties per 100 kilos (220.6 pounds) are as follows:

General Conventional

7.00 (\$1.67) M. 5.00 (\$1.19)

7.50 (\$1.78) M. 5.50 (\$1.31)

8.00 (\$1.87) M. 6.00 (\$1.41)

8.50 (\$1.96) M. 6.50 (\$1.53)

9.00 (\$2.05) M. 7.00 (\$1.67)

9.50 (\$2.14) M. 7.50 (\$1.81)

10.00 (\$2.23) M. 8.00 (\$1.95)

10.50 (\$2.32) M. 8.50 (\$2.08)

11.00 (\$2.41) M. 9.00 (\$2.25)

11.50 (\$2.50) M. 9.50 (\$2.41)

12.00 (\$2.59) M. 10.00 (\$2.50)

12.50 (\$2.68) M. 10.50 (\$2.59)

13.00 (\$2.77) M. 11.00 (\$2.69)

13.50 (\$2.86) M. 11.50 (\$2.79)

14.00 (\$2.95) M. 12.00 (\$2.81)

14.50 (\$3.04) M. 12.50 (\$2.93)

15.00 (\$3.13) M. 13.00 (\$3.05)

15.50 (\$3.22) M. 13.50 (\$3.17)

16.00 (\$3.31) M. 14.00 (\$3.29)

16.50 (\$3.40) M. 14.50 (\$3.37)

17.00 (\$3.49) M. 15.00 (\$3.44)

17.50 (\$3.58) M. 15.50 (\$3.49)

18.00 (\$3.67) M. 16.00 (\$3.55)

18.50 (\$3.76) M. 16.50 (\$3.62)

19.00 (\$3.85) M. 17.00 (\$3.51)

19.50 (\$3.94) M. 17.50 (\$3.57)

20.00 (\$4.03) M. 18.00 (\$3.64)

20.50 (\$4.12) M. 18.50 (\$3.71)

21.00 (\$4.21) M. 19.00 (\$3.78)

21.50 (\$4.30) M. 19.50 (\$3.85)

22.00 (\$4.39) M. 20.00 (\$3.92)

22.50 (\$4.48) M. 20.50 (\$3.99)

23.00 (\$4.57) M. 21.00 (\$4.06)

23.50 (\$4.66) M. 21.50 (\$4.13)

24.00 (\$4.75) M. 22.00 (\$4.20)

24.50 (\$4.84) M. 22.50 (\$4.27)

25.00 (\$4.93) M. 23.00 (\$4.34)

25.50 (\$5.02) M. 23.50 (\$4.41)

26.00 (\$5.11) M. 24.00 (\$4.48)

26.50 (\$5.20) M. 24.50 (\$4.55)

27.00 (\$5.29) M. 25.00 (\$4.62)

27.50 (\$5.38) M. 25.50 (\$4.69)

28.00 (\$5.47) M. 26.00 (\$4.76)

28.50 (\$5.56) M. 26.50 (\$4.83)

29.00 (\$5.65) M. 27.00 (\$4.90)

29.50 (\$5.74) M. 27.50 (\$4.97)

30.00 (\$5.83) M. 28.00 (\$5.04)

30.50 (\$5.92) M. 28.50 (\$5.11)

31.00 (\$6.01) M. 29.00 (\$5.18)

31.50 (\$6.10) M. 29.50 (\$5.25)

32.00 (\$6.19) M. 30.00 (\$5.32)

32.50 (\$6.28) M. 30.50 (\$5.39)

33.00 (\$6.37) M. 31.00 (\$5.46)

33.50 (\$6.46) M. 31.50 (\$5.53)

34.00 (\$6.55) M. 32.00 (\$5.60)

34.50 (\$6.64) M. 32.50 (\$5.67)

35.00 (\$6.73) M. 33.00 (\$5.74)

35.50 (\$6.82) M. 33.50 (\$5.81)

36.00 (\$6.91) M. 34.00 (\$5.88)

36.50 (\$6.99) M. 34.50 (\$5.95)

37.00 (\$7.08) M. 35.00 (\$6.02)

37.50 (\$7.17) M. 35.50 (\$6.09)

38.00 (\$7.26) M. 36.00 (\$6.16)

38.50 (\$7.35) M. 36.50 (\$6.23)

39.00 (\$7.44) M. 37.00 (\$6.30)

39.50 (\$7.53) M. 37.50 (\$6.37)

40.00 (\$7.62) M. 38.00 (\$6.44)

40.50 (\$7.71) M. 38.50 (\$6.51)

41.00 (\$7.80) M. 39.00 (\$6.58)

41.50 (\$7.89) M. 39.50 (\$6.65)

42.00 (\$7.98) M. 40.00 (\$6.72)

42.50 (\$8.07) M. 40.50 (\$6.79)

43.00 (\$8.16) M. 41.00 (\$6.86)

43.50 (\$8.25) M. 41.50 (\$6.93)

44.00 (\$8.34) M. 42.00 (\$6.99)

44.50 (\$8.43) M. 42.50 (\$7.06)

45.00 (\$8.52) M. 43.00 (\$7.13)

45.50 (\$8.61) M. 43.50 (\$7.19)

46.00 (\$8.70) M. 44.00 (\$7.26)

46.50 (\$8.79) M. 44.50 (\$7.32)

47.00 (\$8.88) M. 45.00 (\$7.39)

47.50 (\$8.97) M. 45.50 (\$7.46)

48.00 (\$9.06) M. 46.00 (\$7.53)

48.50 (\$9.15) M. 46.50 (\$7.60)

49.00 (\$9.24) M. 47.00 (\$7.67)

49.50 (\$9.33) M. 47.50 (\$7.74)

50.00 (\$9.42) M. 48.00 (\$7.81)

50.50 (\$9.51) M. 48.50 (\$7.88)

51.00 (\$9.60) M. 49.00 (\$7.95)

51.50 (\$9.69) M. 49.50 (\$8.02)

CHAMBER OF COMMERCE OF THE UNITED STATES.



Organization and Purposes

of the

Chamber of Commerce of the United States

The Chamber of Commerce of the United States of America was organized at the National Commercial Conference called by the President of the United States through Secretary Nagel and held in the city of Washington, D. C., April 22-23, 1912.

This conference was attended by about 700 delegates representing 392 Chambers of Commerce, Boards of Trade and associations organized in the interest of one trade or group of trades.

Practically every State and Territory was represented by one or more organizations, and delegates were also present from the Philippine Islands, Porto Rico, Hawaii, and the American Chambers of Commerce of Paris, Brussels, and Constantinople.

In order that all sections of the country and all interests might have a voice in determining the plan of organization, State caucuses were held, each State naming one member of the committee on plan of organization, the chairman of the conference naming ten additional members at large.

This same representative committee was later made a nominating committee to bring in nominations for the board of directors.

The scope of the usefulness of the Chamber of Commerce of the United States is as wide as our country, for it broadens into the national field the ideal of local and special commercial organizations. That ideal is to know resource possibilities of the nation, and to be in touch with the activities of the human beings through whom resources have value.

The Chamber of Commerce of the United States of America is organized to accomplish much that is specific, and three general purposes, each necessary and each hitherto neglected.

In the first place, it is to be a clearing house for business opinion, business methods, and such efforts of organized commercial bodies as have suggestive importance in relation to the work of other organizations.

In the second place, it will furnish to the public, and to the government at Washington that correlation which has hitherto been lacking in the activities of the government. It will be a correlating force, thus enabling all the people to learn through an official organization just exactly what is available in the way of knowledge from a government that is very highly ramified and scientifically specialized.

In the third place, it is to secure by means of referendum an intimate knowledge of the business sentiment of the United States on all important subjects affected by national legislation.

Taking these three features of its work in the order named, it is apparent that the efforts of the Chamber of Commerce of the United States will confer upon American life a power and an advantage that were hitherto lacking.

(1) During the past twenty-five years there have sprung into existence a great variety of business organizations in all parts of the United States. Some are organized to look after the interests of a community, some of a State, some are drawn toward national questions. Some are solely occupied with the development of one given line of business. Though all of these activities are necessarily related to each other, they have hitherto had no point of contact. There has not been a great central organization through which they could correlate their information and secure its distribution and consideration by the world at large. Many a bright local idea can confer a great benefit on organized endeavor everywhere. The progress of one part of the country has been but little understood or known by other parts of the country, for there has been no organized body charged with the duty of keeping all parts of the United States advised of the progress of all parts. Yet in a fuller knowledge of the nation's progress as a whole and in all its parts, is a reassuring influence on the national mind. The Chamber of Commerce of the United States was organized in a spirit of optimism, and in the belief that there are better things ahead, along the highway of national life, and that those better things will be aided by bringing more and more organizations into touch with each other, and more and more men into touch with constructive organization effort.

(2) In the direction of correlated governmental activities, it is apparent in Washington, and still more apparent throughout the States, that very little working knowledge exists as to the functions performed by the government or as to the thoroughness with which research on all sorts of questions has been made, and is being made. Within the limits of Washington itself, and sometimes within the limits of one department, there are bureaus performing valuable work yet the results of their work remain practically unknown. Within the same department it is possible for

scientific research to go forward that remains altogether unheralded. Instances could be cited where two bureaus in neighboring buildings knew nothing of each other's work. There was a case recently where a bureau decided to change its lighting system. It started an exhaustive investigation. Yet within the same department the Bureau of Standards had been all over the ground, reached conclusions, and made statements that were already valuable for all who needed the information. If, now, this condition exists in Washington itself how lamentable must be the general failure throughout the nation to use the multifarious service which the government is ready to perform, and which it can better perform than any private organization. Therefore, the Chamber of Commerce of the United States of America will most earnestly work to render available to the nation, the varied and useful work which is being carried on for the benefit of the nation in the departments and bureaus at Washington.

(3) In the matter of intimate touch between the Congress of the United States and the business interests of the United States, it is self-evident that Representatives and Senators, together with the legislation that they put forth, suffer by reason of a lack of intimate knowledge of the business sentiment of the United States. There are, indeed, many hearings on many subjects, but only a few come to these hearings, and in no case has there been a public hearing in the city of Washington where the business interests of the whole nation were adequately represented and able to make the voice of their desire known. Yet, day by day, questions of business are constantly coming up in connection with which the President, the departments, and Congress would be glad to know the actual impressive wish of the people relative to some subject of national policy. Consequently, the Chamber of Commerce of the United States of America will serve as a means of bringing together business opinions on many business subjects as affected by national legislation. It will carry on a referendum system, month after month, and year after year in order to be able to supply to the Congress, to the government, and to each incumbent President exactly what is the business judgment of the United States on some subject affecting business or development.

Following the advice of the Secretary of Commerce and Labor in his address at the National Commercial Conference, the board of directors was ordered to take steps to secure a Federal charter. A bill was, therefore, prepared and introduced in the House of Representatives on June 4 and referred to the Committee on the Judiciary, which committee promptly reported the bill back to the House "with the recommendation that the bill do pass" and with the following significant comments:

"As the purpose of the corporation proposed in this bill is to encourage trade and commercial intercourse among the States, the District of Columbia, the Territories and insular possessions of the United States and with foreign nations; in other words, as its object is to encourage, stimulate, facilitate and extend our commercial relations, there can be no question as to the right and the power of Congress to grant the proposed charter."

"While we have many commercial bodies in the country, known as chambers of commerce and commercial clubs of one sort or another, they are all purely local in their character, intended only to benefit the particular communities in which they are located. We have no organization of a national or quasi national character, such as it is proposed in this bill to organize. The proposed organization would be Federal in its character, its constituent elements being various commerce bodies throughout the country, so that if the purpose be fully realized, it will be thoroughly national and cosmopolitan."

"Its possible usefulness is practically unlimited, both as to our domestic and foreign commercial relations."

"In the collection, publication and distribution of the latest commercial statistics alone, it can do incalculable good."

"It can and ought to greatly increase the commercial standing and importance of the United States among foreign nations by materially extending our foreign trade and by creating a higher standard of business ethics."

The question set for solution by the first series of officers is simple in the stating, but complex in the answer: Can the business organizations and the business interests that are scattered over forty-eight States and our possessions be brought into one cohesive body that shall ultimately be able to bring to a focus the entire constructive thought of the entire nation; thus providing a point of contact between a most elaborated national government, forty-eight State variants, and the most widespread democratic civilization on earth. The judgment of the 700 men was affirmative. If they are correct, and it is possible for the organized forces of the United States to lay down foundation principles for such an inclusive body, then in the year 1912 there has been brought into existence a force that if wisely guided and carefully planned and nourished, will reach out over all the coming years and will affect the destiny of the nation for good until the end of time.

1—Harry A. Wheeler, banker, Chicago, Ill., President.
 2—J. N. Teal, attorney, Portland, Oreg., Vice President.
 3—A. B. Farquhar, mfr. agrl. machinery, York, Pa., Vice President.
 4—Sam D. Jones, mfr. of stoves, Atlanta, Ga., Vice President.
 5—H. E. Miles, retired mfr. of wagons, Racine, Wis., Vice President.
 6—John H. Fahey, publisher, Boston, Mass., Chairman Exec. Com.
 7—John Joy Edison, banker, Washington, D. C., Treasurer.
 8—D. A. Skinner, from Dept. Com. & Labor, Wash., D. C., Asst. Sec.
 9—E. H. Goodwin, formerly Secy. Nat'l. Civil S. R. L., N. Y., Gen. Sec.
 10—Horace H. Allen, merchant, San Francisco, Cal., Director.
 11—Bernard N. Baker, retired Atl. Trans., Baltimore, Md., Director.
 12—Frederick Bode, mfr. of millinery, Chicago, Ill., Director.
 13—A. M. Cooper, dry goods merchant, Bridgeport, Conn., Director.
 14—C. G. Craddock, mfr. of shoes, Lynchburg, Va., Director.
 15—A. C. Dixon, mfr. of lumber, Eugene, Oreg., Director.
 16—Everett G. Griggs, mfr. of lumber, Tacoma, Wash., Director.
 17—H. J. Hodge, implement & vehicle merch., Atlanta, Ga., Director.
 18—P. J. Kruel, manufacturer, Chattanooga, Tenn., Director.

19—J. H. Kempner, banker & cotton factor, Galveston, Tex., Director.
 20—B. F. Kaufman, real estate and ins., Des Moines, Iowa, Director.
 21—Albert J. Logan, mfr. beds & bedsteads, Pittsburgh, Pa., Director.
 22—Wm. D. Mullin, wholesale grocer, Wilmington, Del., Director.
 23—Elias Michael, dry goods merchant, St. Louis, Mo., Director.
 24—Ludwig Nissen, importer of diamonds, New York, N. Y., Director.
 25—Frank F. Prentiss, mfr. twist drills, Cleveland, Ohio, Director.
 26—Lewis W. Parker, cotton mfr., Greenville, S. C., Director.
 27—John P. Truesdell, retired from Prod. Ex., New York, Director.
 28—W. B. Thompson, cotton factor, New Orleans, La., Director.
 29—August H. Vogel, mfr. of leather, Milwaukee, Wis., Director.
 30—Geo. H. Whitcher, Supt. of Schools, Dublin, N. H., Director.
 31—Harry T. Wickes, mfr. of machinery, Saginaw, Mich., Director.
 32—E. P. Wells, banker and miller, Minneapolis, Minn., Director.
 33—Edward F. Trefz, former adv. counselor, Chicago, Ill., Field Sec.
 34—G. Grosvenor Dave, from Souther Com. Cong., Chief Ed. Division.

*Indicates members of Executive Committee.

